

ABSTRACT

Based on Fortune Business Insight (2020) changes in healthy lifestyles by consuming organic food products are increasing becoming a global trend. Current consumer awareness of organic labels in the food sector continues to experience high market demand. This can be seen from the data that global sales of organic food reached \$50.1 billion up 4.6% with a growth rate of 2% every year. The results of the 2020 survey were conducted by observing organic sales and the results show that consumers are increasing looking for organic labels, especially in the food sector. One of the effects is because consumers' perception of clean and healthy food is the main goal. This opportunity is also what Mamaberry Chips Gourmet is trying to take advantage of.

Mamaberry Chips Gourmet is an MSME engaged in the healthy snack food sector. during the period January to December 2020 the sales target of Mamaberry Chips Gourmet did not meet the sales target that had been set. In the actual 2020 sales, the average from January to December was Rp.9,631,090, while the sales target from January to December 2020 was Rp.15,917,127. It can be concluded that there is a gap between the current condition and the conditions to be achieved. Based on the problems described in the background, the formulation of the problem in this final project is how to design a marketing strategy for Mamaberry Chips Gourmet to increase sales.

Mamaberry Chips Gourmet is an MSME engaged in the healthy snack food sector. Mamaberry Chips Gourmet was founded in 2017 with a business-to-consumer (B2C) business model, which is a business model that focuses on marketing and selling products to consumers. Currently the company does not have a marketing strategy to face competition in the healthy snack business. Therefore, this final project aims to formulate a reliable strategy based on the company's resources to maximize existing opportunities. This final project uses the SWOT method and the

IE Matrix to generate alternative strategies and the QSPM matrix to prioritize alternative strategies.

Analysis using SWOT and IE Matrix resulted in a total of 12 strategies that could be implemented. Based on the evaluation conducted through QSPM, the strategy that needs to be prioritized by Mamaberry Chips Gourmet is the strategy of utilization and improvement of marketing channels with a total attractiveness score (TAS) of 6.52. The timing of the strategy implementation is then compiled through a roadmap of the strategy implementation plan each year.

The strategy that has been prepared has gone through an analysis of the company's internal and external environment that affects the company's business so that it is in accordance with the company's resources and capabilities if the chosen strategy is implemented properly, it can help companies generate a competitive advantage.

Keywords: ***Healthy Snack, Strategy, QSPM, IE Matrix, SWOT, Roadmap***